**Name : Mark Draper**

**Article:** “Distinguishing the Essential from the Important: Using Research to Strengthen the Use of Standards for Administrator and Licensure Programs”

* What were the key points highlighted in the article?

Waters and Grubb share the results of the McRel meta-analysis that lead to the Balanced Leadership Framework. The large sample size of the study, coupled with the rigor of the analysis and utility of the findings, provide an examination of principal behaviors with the highest probable link to improved student achievement. Yet, McRel believed that several key behaviors did not emerge solely from the meta-analysis and identified eight (8) additional responsibilities that were defined and aligned with associated practices. The authors discuss first and second order change – a business as usual approach vs. breaking with the past and moving forward. Finally, recommendations are provided to policy makers regarding principal licensure, knowledge and skill preparation, resource commitment, monitoring and collaboration with other educational leaders.

* Review the crosswalk of McRel’s work. What is the correlation between the crosswalk, the article, and the Iowa Standards for School Leaders?

There is dramatic similarity among the McRel work and the Iowa Standards for School Leaders (probably should be as the McRel work was the foundation of the standards development). The signification foundation laid by Water’s et al in the meta-analysis provides the most grounded research, to date, in the effective behaviors by school leaders and the potential for increased student performance.

* What are the pluses and minuses of focusing *daily* on the standards and the leadership responsibilities in your work with your building administrators?

There are clear advantages, in my mind, to a daily focus on the standards and leadership responsibilities. As the adage goes, “those things that get measured – get done.” For a brief daily focus, almost a daily reflection on the standards and indicators, any administrator would become better grounded in better practice. Now here’s an idea, SAI should develop a daily thought calendar, like we see in at the holiday season, with a thought for the day around standards and indicators – keeping the best practices in front of you each and every day.

There are certainly potential negatives that could be associated with daily focus on the standards. As was demonstrated in the activity regarding directive and supportive messages, it isn’t so much what is said or reinforced, but the manner in which the support, reflection or reinforcement takes place.

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